



Chapter 4

Improvement Plan Concepts

Introduction

Once the plan's focus on assets, issues, and challenges was completed and goals were set, the energy of the community shifted to plan-making: creating concept plans and approaches to achieving the six goals of the improvement program.

As the plan was developed, several “big ideas” emerged in the NAC meetings and community workshops. These plan concepts expressed core values and important conceptual solutions to key community problems. Yet, with the plan's focus on the Top Ten Priorities and the numerous actions in the Action Plan Matrix, it becomes all too easy to lose sight of the concept plan thinking that underlies the plan. The intent of this chapter is to highlight the foundation of “big ideas” which make the plan what it is so that over time, these concepts and points of view can continue to guide the improvement plan as it evolves.



*NAC members discussing
plan concepts*

This chapter also describes the neighborhood conservation efforts, enhancement needs, development and redevelopment opportunities within the community. Other plan concepts as related to existing and new City services and programs are addressed.



*Children playing at George Shirakawa
Community Center*

Core Values, Big Ideas

Many Plan concepts and approaches have resulted in highly inter-related actions. This connectivity is good as it will help to ensure that objectives are achieved in the long run. Yet the overlap in programs require an understanding of the core values and key ideas that form the basis of the Plan. This is especially important as the community and City work together to carry forth the action items.

One way of understanding the key conceptual ideas is to see how they are linked to the central idea of **“creating a sense of community”**. This central philosophy connects ideas found in all elements of the Plan. A number of major themes also lie at the heart of the Plan:

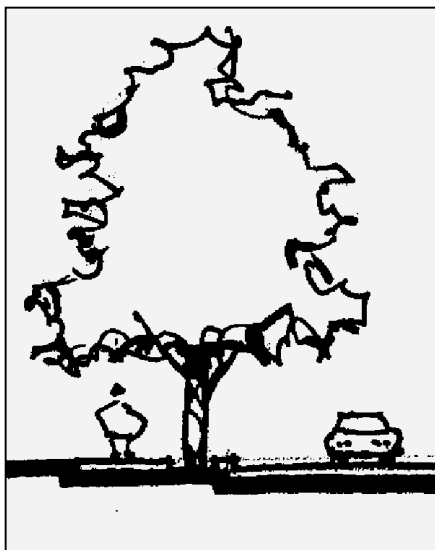
- **Conserving and sustaining vibrant and affordable neighborhoods are important;**
- **Enhancing neighborhood appearance, recreation, and services improves community identity and pride;**
- **Community involvement and action at the neighborhood and block level are necessary to achieve neighborhood goals;**
- **Broad based programs of action are necessary to achieve neighborhood goals;**
- **Some goals and broad-based programs of action may require new ways of conducting the City’s business.**

Neighborhood Appearance

The community identity conveyed by a pleasing neighborhood appearance experienced by residents and passers-by traveling through the community's streetscapes and public areas is a core value.



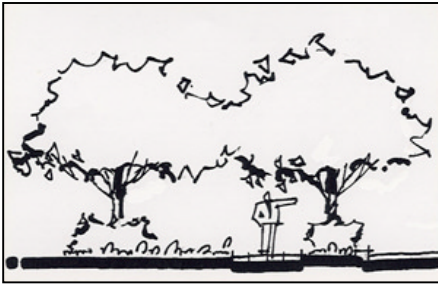
*Nature trees along Phelan Avenue
at Lucretia Avenue.*



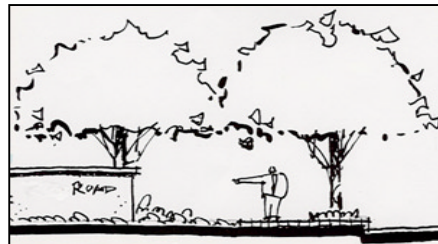
Linked to other elements of the plan both directly and indirectly, community identity is particularly expressed in the desire to achieve attractive and orderly looking neighborhoods in the concerns for maintenance of the area's streetscapes (both on public and private property), the desire for improved street tree maintenance and the replacement of missing street trees. This extends also to the concerns for improved street-sweeping, garbage service, abandoned vehicle removal, shopping cart removal code enforcement, prohibitions on street auto repair and the like.

This community's commitment to action at the neighborhood association and block level fostered such ideas as replacing missing neighborhood trees by working with Our City Forest, replacing chain-link fences used by CalTrans and the Santa Clara Valley Water District, encouraging home-owner and apartment property clean-up through incentive programs such as yard beautification and upkeep workshops.

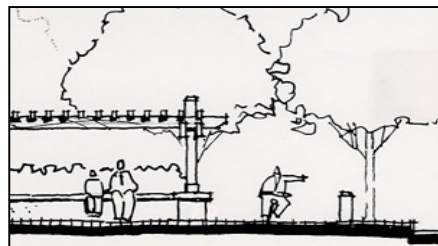
The community's recognition that a broad-based program of actions is necessary to achieve the neighborhood visual quality the community desires is a key idea.



Continuous street tree plantings enhance the community.

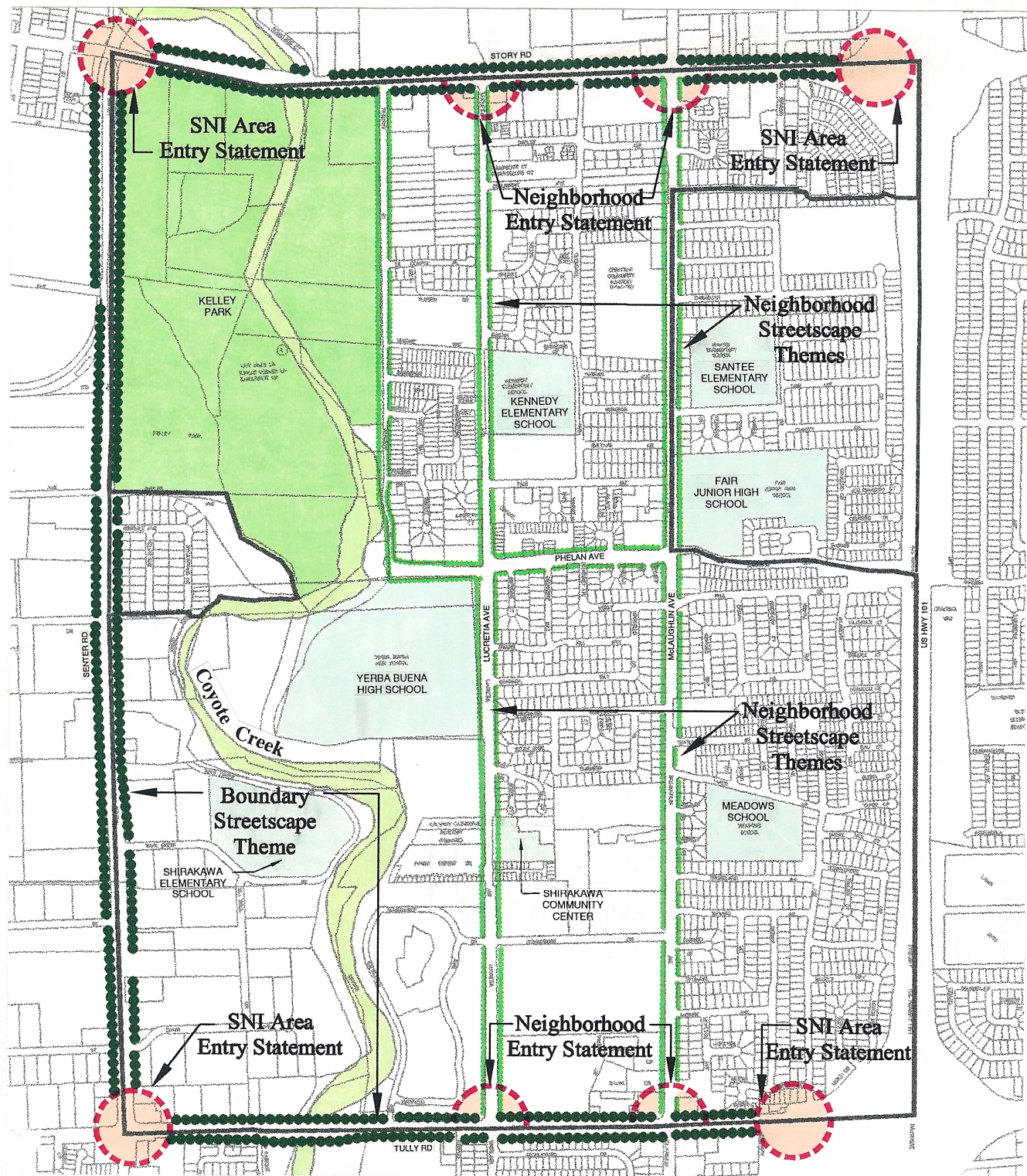


Neighborhood entry statements define and enhance the community



Recognizing that action programs with many parts can falter simply because of the sheer number of elements needing attention, there are two key ideas, which should be highlighted. The first, a “high priority” action, calls for planning a distinct design theme on the area’s visually important streetscapes. By creating a visual identity for the area’s major streets and gateways, with a distinguished streetscape and consistent street-tree planting program, people can come to know: “This is Tully-Senter”. The action will require a unique streetscape design program, which builds on the successfully completed new street landscape improvements for Senter Avenue. This streetscape design plan is illustrated in concept form on the accompanying Neighborhood Appearance Concept Plan Diagram (Figure 5).

While the overall streetscape enhancement program is likely to take many years of implementation, the second big idea deals with the importance of streetscape from the standpoint of street tree maintenance. Selected as a “Top Ten” priority, the community recognizes that whatever the quality of an adopted street landscape architectural plan and the early success of project improvements, unless street trees are maintained properly and regularly over many years, the results intended won’t be realized. This concern is significant enough that residents are requesting a change in the way the City goes about the business of maintaining street trees in this area. A new program approach is asked for which provides for more regular and consistent maintenance of the form-giving shade trees, which presently and in the future, enhance the streets of the area.



NEIGHBORHOOD APPEARANCE CONCEPT PLAN DIAGRAM. Figure 5

Transportation and Parking

Whereas the tree-lined streetscapes of the community are a source of community pride and identity, the traffic carried on major streets emerged as a major impediment to neighborhood tranquility and community comfort.



Traffic on Roberts Street.

Traffic congestion has many causes beyond the control of the local community. As a result of the area's thriving economy, the geography of business and residential communities, and the central location of Tully-Senter, there don't seem to be sweeping solutions that could turn the clock back to uncongested times.

Everyone wishes the heavy traffic volumes could be restricted to the perimeter of major arteries and freeways that bound Tully-Senter, creating a traffic-free island of calm within the community. The reality of the City of San Jose Transportation Plan is that the system of freeways, Arterials, and Major Collectors is intended to carry the City's heavy traffic load, including those that connect around and through the community, in particular McLaughlin Avenue.

The community's approach to addressing its traffic problems is by first understanding them better. Fortunately, several projects are underway to address the effects of the area's regional and local traffic problems.

The Highway 101 Traffic Flow Study (of the Valley Transit Plan VTP 2020 region-wide traffic study by the Valley Transportation Authority [VTA]) is intended to assess regional freeway traffic congestion along Highway 101 from the 680/280 interchange to the Capitol Expressway intersection. The purpose of this study is to determine what can be done to alleviate the traffic back-up along this freeway corridor. While early findings of the study are expected in December 2002, the actual implementation of any recommendations as a result of the study of this component of the VTP 2020 plan is unknown at this time. The Tully Road/101 Interchange Study to evaluate possible additional on-ramps and entry lane metering from Tully Road onto Highway 101 is a part of this study.

Other noteworthy studies and proposed projects include: the conceptual plan for the widening of Story Road from McLaughlin to Senter to six lanes targeted for City of San Jose Capital Improvement Program in the year 2004; and the Tully Road widening (to six lanes) from Senter to Lucretia, targeted in the CIP for the year 2003. Right of way issues associated with the widening of Lucretia Avenue to four lanes are expected to be addressed in the spring of 2003 and preliminary engineering targeted for the spring of 2007.

While regional traffic issues on the major streets will be better understood over the coming year, reducing local impacts of “cut-through traffic” within the neighborhoods, speed reduction measures, and improvements to pedestrian amenities, have been identified which deserve immediate attention.

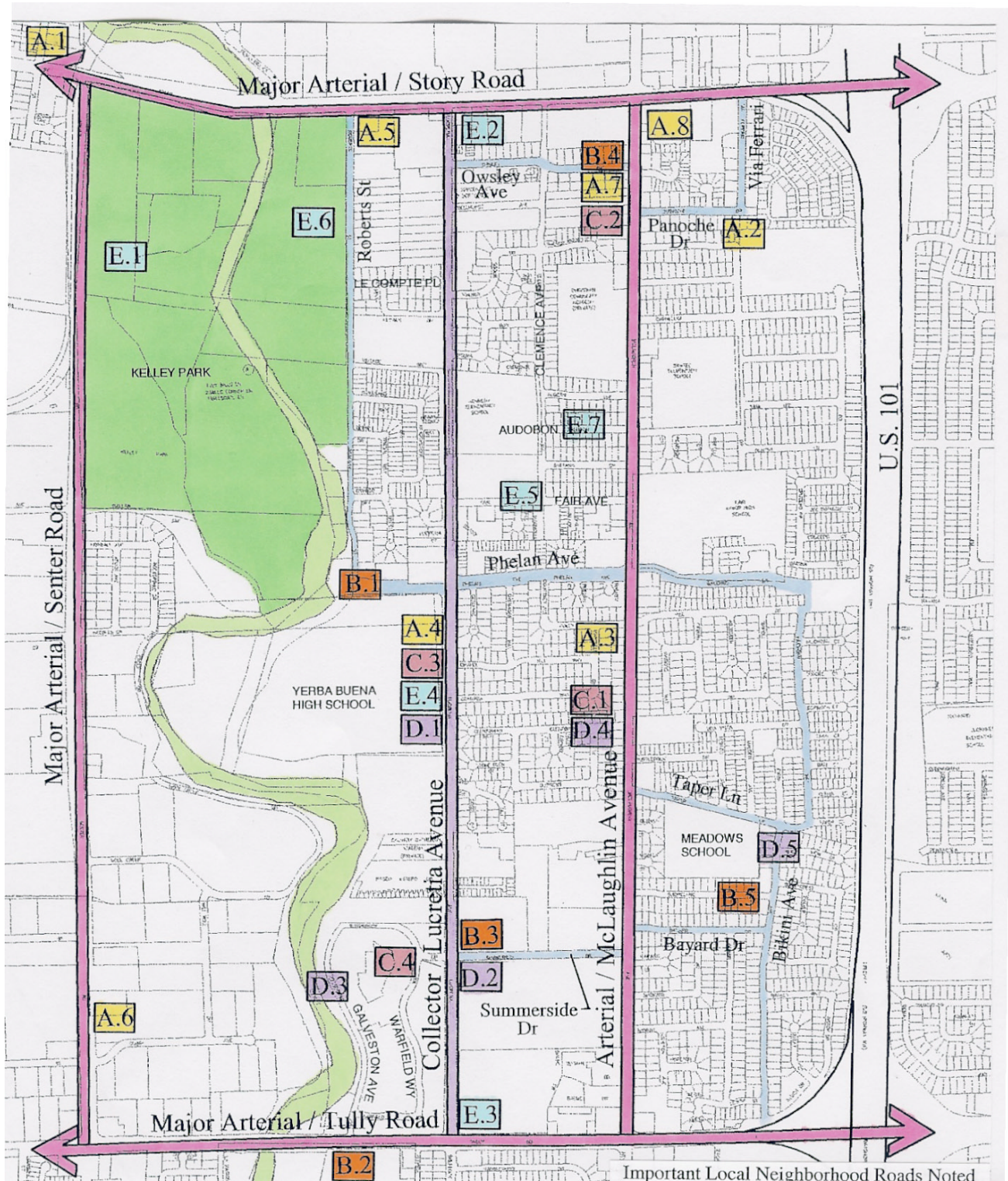
In addition to traffic concerns, residents also expressed a frustration with parking congestion. Understanding that the causes of parking congestion are complex and hard to solve, the community members grappled with the issue and decided that a possible solution would be to stripe the on-street parking spaces. The hope is that this will control inefficient use of curbside space and ultimately allow more cars to use those spaces on a regular basis.

Not surprisingly, conducting and implementing a **neighborhood traffic calming study and striping on-street parking in selected areas** of the SNI Plan Area was selected as a “Top Ten” priority.

These major traffic and parking improvement ideas address many of the specific traffic and roadway improvement needs listed in the table below and depicted on the accompanying Traffic and Parking Concept Plan diagram (Figure 6).

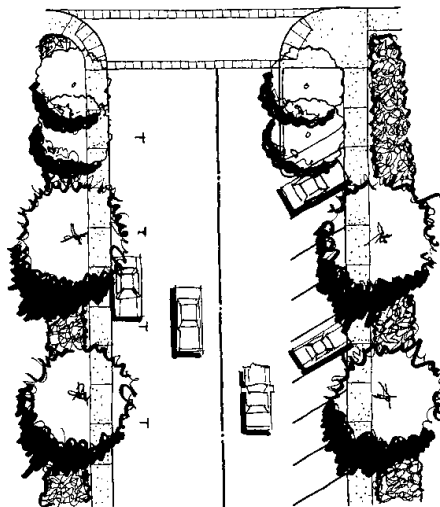
Table 3: Specific Areas of Traffic and Roadway Improvement Needs

Improvement Need		Location	
A	Regional Cut-Through Traffic & Speed Reduction	1	Story Road (east/west and as affected by Highway 280 10th/11th Street exit)
		2	Via Ferrari/Panoche Drive
		3	McLaughlin Avenue (north/south)
		4	Lucretia Avenue (north/south)
		5	Roberts Street, especially at Story Road intersection
		6	Senter Road (north/south)
		7	Owsley Avenue (Lucretia to McLaughlin)
		8	McLaughlin Avenue (right turn to Story Road East is too short)
B	Local Traffic Calming	1	Roberts Street (north/south) especially at Phelan Avenue
		2	Tully Road, especially at Galveston Avenue intersection
		3	Summerside Drive, especially at Lucretia Avenue
		4	Owsley Avenue/Clemence Avenue intersection
		5	Bayard Drive (evaluate possible application of speed bumps)
C	Pedestrian Crosswalk Needs	1	McLaughlin Ave. from Story Road to Tully Road
		2	McLaughlin Ave. at McLaughlin Park
		3	Lucretia Ave. at Yerba Buena High School
		4	Lucretia Ave. South of Summerside Drive
D	Neighborhood Parking	1	Lucretia Ave. from Phelan Ave. to Tully Road
		2	Summerside Drive from Lucretia Ave. to McLaughlin Ave.
		3	Galveston Ave./Summerside Drive and Warfield Way
		4	McLaughlin Ave. from Story Road to Tully Road
		5	Bayard Drive, Taper Lane, Bikini Ave. and other parking impacted, local streets within the Meadows School neighborhood, if appropriate
E	Other Traffic and Road Improvement Needs	1	Install a traffic light at the entrance to Kelley Park
		2	Evaluate and identify specific traffic improvement needs for the Story Road U-turn at Lucretia Avenue
		3	Evaluate and correct turning movement impediments at Lucretia Avenue and Tully Road intersection prepare
		4	Complete right of way improvements on Lucretia Avenue
		5	Complete sidewalk, curb and gutter on Fair Avenue from Lucretia Avenue to Clemence Avenue
		6	Complete sidewalk, curbs and gutter on Roberts Street from Le Compte Place to Story Road
		7	Provide a separate lane for right turns North on McLaughlin to Audubon

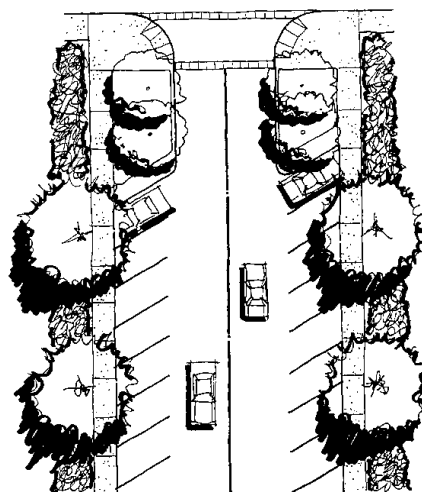


TRAFFIC AND PARKING CONCEPT PLAN DIAGRAM. Figure 6

*Design options for Lucretia Avenue
right-of-way of 90 feet with a 60 foot
curb to curb improvement.*



*Diagonal and parallel parking
shown conceptually.*



Diagonal parking on both sides.

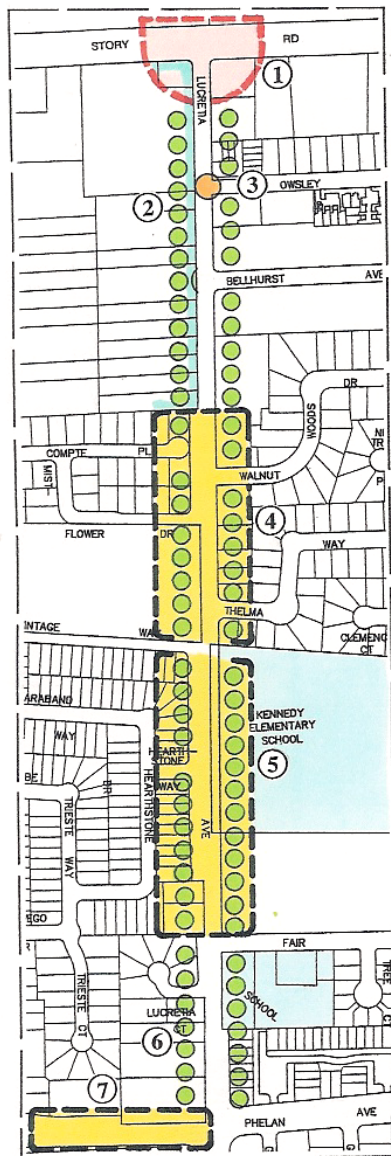
The community also knows that, in some cases, what's good for traffic may not be good at the local neighborhood level. For instance, the extension of Phelan Avenue across Coyote Creek from Roberts Street to Senter Road was once a part of the City's Transportation Plan and, at one point, was budgeted for improvement design and construction. While a few NAC members argued for the efficacy of this plan as a means of providing cross-traffic relief from Senter Road (Major Arterial) to McLaughlin Avenue (Arterial), others (mindful of the strong community feelings and debate occurring several years ago which culminated in a City decision to withdraw the plan) questioned the appropriateness of bringing this idea back.

This does not mean that big traffic improvement projects are not necessary. Lucretia Avenue, designated as a Collector, is not fully improved throughout its length from Story Road to Tully Road. Faced with many years of intermittent new improvements as development occurs, Lucretia Avenue improvements were made a "Top Ten" priority in the belief that aggressive planning and completion of this important Collector will help to balance and regulate traffic flow through the community. A comprehensive design plan for Lucretia should also explore alternative design solutions which can promote a safe pedestrian environment, alternative forms of on-street parking (such as diagonal), bicycle lanes, street trees and possibly linear mini-park elements.

Lucretia from Story to Phelan

Improve and Enhance:

- Roadway width & traffic
- Sidewalk, curb & gutter, storm drains
- On-street parking, bicycle lane
- Street tree enhancements

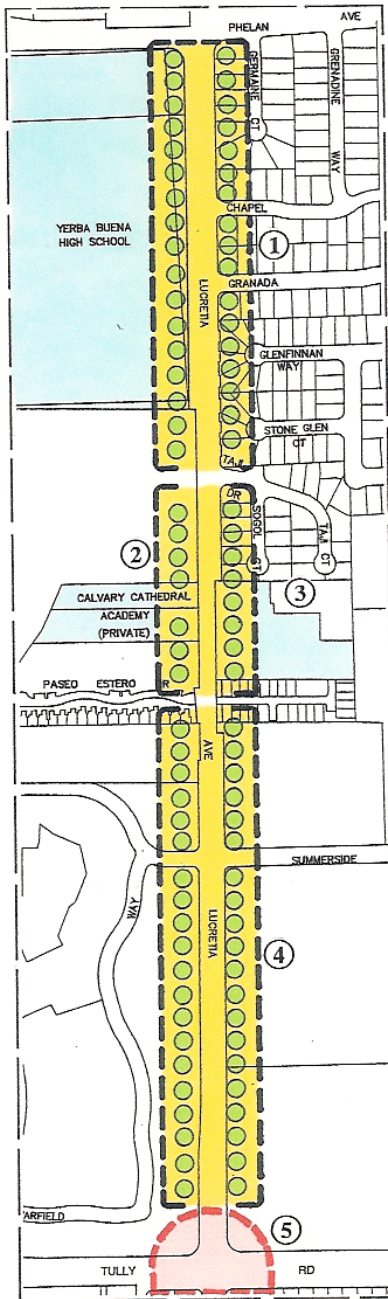


- 1 Story Intersection
Coordinate Story improvements & neighborhood entry statement
- 2 Story to Below Bellhurst
Redevelopment opportunity to acquire R.O.W. & improve curbs, gutters, sidewalks, street trees
- 3 Owsley Intersection
Incorporate Owsley traffic calming
- 4 Compte, Walnut, Thelma Area
R.O.W. opportunity for diagonal parking & pedestrian bulb-outs.
- 5 Kennedy School & Recreation
R.O.W. opportunity for diagonal parking & pedestrian crosswalk at Hearststone
- 6 Fair to Phelan
Street tree Enhancements
- 7 Phelan between Roberts & Lucretia
Coordinate & incorporate traffic calming measures

Lucretia from Phelan to Tully

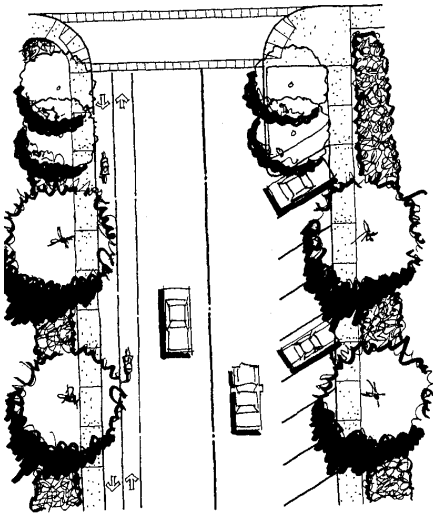
Improve and Enhance:

- Roadway alignment & traffic
- Infill sidewalk, curb & street tree
- On-street parking alternatives



- 1 Phelan to Taji Drive
Diagonal parking, pedestrian crosswalks with bulb-outs & possible median with pedestrian refuge to improve pedestrian safety at YBHS
- 2 Taji Drive to Paseo Estero Drive
Possible curve design road alignment, pedestrian crosswalks with bulb-outs
- 3 George Shirakawa Community Center
Diagonal parking to increase parking at GSCC, pedestrian crosswalks with bulb-outs, & possible median with pedestrian refuge to improve pedestrian safety.
- 4 Paseo Estero Drive to Tully Road
Evaluate & redesign on-street parking for diagonal with street tree wells, bulb-outs, other streetscape enhancements, & safe pedestrian crosswalks
- 5 Lucretia at Tully Intersection
Evaluate & correct turning movement impediments; coordinate with neighborhood entry statement

LUCRETIA AVENUE DESIGN CONCEPT PLAN. Figure 7



Diagonal parking with bike lane one side.

A concept design plan for Lucretia Avenue, Figure 7, illustrates several possible design concepts. In the northern portion, between Story Road and Phelan Avenue the unimproved portion of Lucretia Avenue permits design approaches which could include creation of a gently curving “S” shaped street to slow automobile traffic within a narrow travel lane design, allowing for adjacent mini-park space, parking, and landscape area. In the southern portion, the wide right-of-way could possibly be redesigned to allow diagonal parking on one side with parallel parking on the other (which could increase available parking spaces), or alternately, diagonal on one side with bike lane and no parking on the other (to encourage bicycle use). A distinctive street tree design could be integrated throughout the entire road improvement design plan.

McLaughlin Avenue, which has been fully developed, presents a different challenge, requiring equally strong attention. Pedestrian crosswalks and road intersection conditions permitting logical crosswalk facilities are limited. As a result, it is challenging for pedestrians to cross throughout most of its length. Coupled with this, the residents feel there is a high volume of truck and auto traffic and higher speeds. These conditions, perceived and real, make McLaughlin a barrier, dividing the community and unwelcome to those who attempt to cross it on foot. Addressing the improvement needs of McLaughlin Avenue was also made a “Top Ten” priority.



Parking along Phelan Avenue.

On-street parking from neighborhood to neighborhood is an example of how traffic and parking issues can be linked to other elements of the plan. Those neighborhood streets, choked with curbside parked cars and some cars crowded onto front lawns and driveways, are the same neighborhoods whose appearance is considered unsightly and where real or perceived overcrowding of mostly single-family homes warrants continued code enforcement. Here, Traffic and Parking, Neighborhood Form and Appearance, Land Use, and the Community Facilities & Services Goals all intersect.

Understanding that the causes of parking congestion are complex and hard to solve, the community members grappled with the issue. Over a dozen actions were identified to deal with on-street parking problems of automobiles and those caused by overnight truck parking ranging from aggressive enforcement of parking regulations to exploring ways to restrict living space additions to available parking space capacity in neighborhoods. Neighborhood permit parking will also be explored and implemented if feasible, but current policies require that the parking be impacted by spill-over from adjacent non-residential uses such as commercial and industrial uses – so this is not likely to resolve much of Tully-Senter’s issues. However, the desire to do something now raised neighborhood parking to a “Top Ten” priority.

One possible solution would be to stripe the on-street parking spaces. The action calls for striping neighborhood parking spaces on streets where there is broad support from affected residents. The thought is that by marking parking spaces, on-street parking will be used more efficiently.

Alternate transportation modes provided by bus transit and on street bike lanes seem to have a low profile role when the community thinks about solving traffic problems. Bus transit is considered to be a dependable, on time service requiring continued work with the Valley Transportation Authority (VTA) to ensure ongoing dependability.

Use of bike lanes for the journey to work does not appear to be significant, yet there is interest in promoting bicycle use by completing bike lane dedications and ensuring they are well striped and clear of refuse and debris. Community members are also concerned with improving the awareness of auto drivers regarding the safety needs of pedestrians and bicyclists. While the local and collector streets are perceived as uncomfortable by some bicyclists, there was considerable interest in the proposed Coyote Creek Trail from Kelley Park to Stonegate Park for bicycle and pedestrian users.

Land Use

The community's desire to retain the wide variety of housing and commercial retail shopping opportunities goes far to comment on their sense of community as it relates to existing land use. There is a sense that "We like it here"; which reflects on the intrinsic character of the neighborhoods and the convenience of local commercial shopping areas.

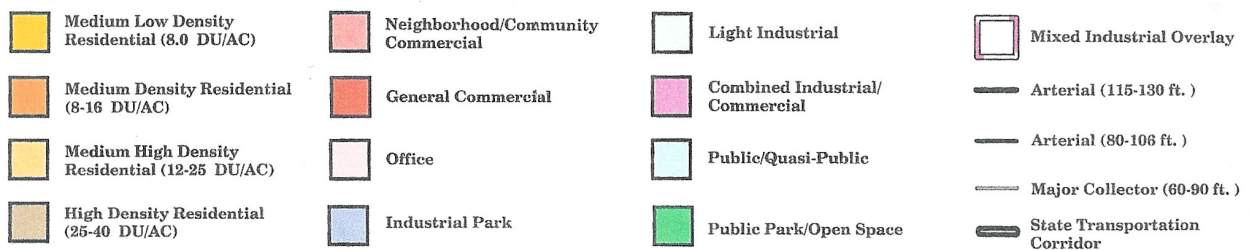
Yet the core values favoring the vibrant and affordable residential neighborhoods and the accessibility of commercial areas are offset by complaints about certain land uses and about over crowding, which residents feel have an undesirable effect on the community. The list of land uses which are of concern to residents includes the number of board and care facilities, liquor store proliferation especially in close proximity to school grounds, auto repair shops within or adjacent to residential neighborhoods, and "24-hour cafes" with the appearance of questionable activities.

A philosophy of conserving and sustaining the viable neighborhoods of Tully-Senter is a core value. Residents here belong to established neighborhoods and have a strong concern for sound land use development.

The San Jose General Plan Land Use Diagram for the Tully-Senter area is shown in Figure 4.



San Jose 2020 General Plan



GENERAL PLAN LAND USE DIAGRAM. Figure 4

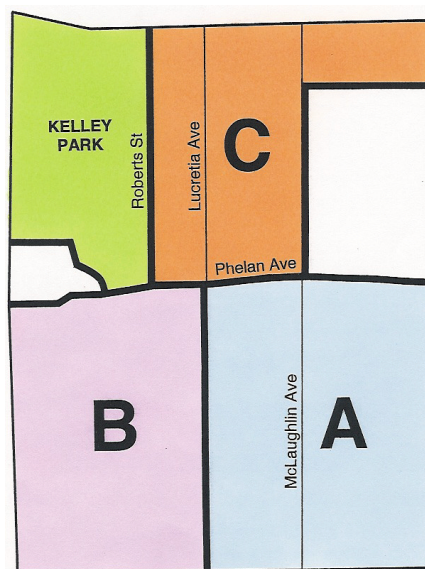
Parks & Recreation



Picnic benches at Kennedy Neighborhood Recreation Area.

A sense of community is often secured by the opportunities for neighbors and neighborhood children to join and play together in local parks and recreation facilities.

The dearth of close-to-home parkland is clearly a major impediment to achieving the sense of community in the neighborhoods of Tully-Senter. The ability of neighbors to get together for parties in neighborhood parks, evening family barbecues, or a casual soccer kick-around, when limited as much as it is in these neighborhoods, restricts the neighborliness that parks can provide.



Recreation Sub Areas.

Table 3, Potential Neighborhood and Community Serving Recreation Lands, identifies the amount of potential new park and recreational facilities that should be developed to offset existing deficits. The total existing facility need is determined to be 42 acres of new recreation land. Part of this need can be met by adding 15.3 acres of neighborhood park and community park space at the elementary schools and Yerba Buena High School/Carroll Ranch respectively. Additionally, 25.3 acres of mini-park, children-at-play streets and creek side neighborhood use areas can bring the total of new recreation land to 40.6 acres.

Table 4: Potential Neighborhood and Community Serving Recreation Lands

Park and Facilities Needs	Subareas						Totals		Needs Analysis	
	A		B		C				L.O.S. ³	Cumulative Balance
	4		4		4					
Total Existing Facilities and Needs	12.7	ac	1.7	ac	8.9	ac	23.3	ac	65.3	(42.0)
Potential Local Serving Recreation Land¹										
School/Neighborhood Parks Facilities										
New Elementary School /	4.7	ac	0.0	ac	2.9	ac	7.6	ac		
Neighborhood Parks										
New High School/Community Parks	0.0	ac	7.7	ac	0.0	ac	7.7	ac		
Subtotal	4.7	ac	7.7	ac	2.9	ac	15.3	ac		(26.7)
Other Local Serving Recreation Land²										
New Mini-Parks	1.8	ac	0.0	ac	0.0	ac	1.8	Ac		
New Creekside Neighborhood Use Areas	0.0	ac	2.7	ac	6.1	ac	8.8	ac		
Subtotal	11.6	ac	2.7	ac	11.0	ac	25.3	ac		(1.4)
Total Potential	16.3	ac	10.4	ac	13.9	ac	40.6	ac		(1.4)
Total Existing and Potential	29.0	ac	12.1	ac	22.8	ac	63.9	ac	65.3	(1.4)

Source: The Planning Collaborative

¹ Up to 2 acres/1,000 population of school playground level of service

² Minimum 1.5 acres/1,000 population level of service

³ L.O.S. for SNI area based on total estimated population of 18,663 (Source: Bay Area Economics)@ 3.5 ac/1,000 population excluding the population within the Rockspring and Santee SNI areas

⁴ See Recreation Sub Areas on page 4-18.



Potential mini-park site on Nisich Drive



George Shirakawa Community Center.

The community's approach to improving the amount of close-to-home park space and the range of recreation facilities is both realistic and creative. Although there is little vacant land within neighborhoods to develop for neighborhood parks, what little there is, is targeted for early action. A potential mini-park on Nisich Drive is targeted as a "Top Ten" priority. Other potential mini-park facility opportunities are to be pursued on a high priority basis.

The most practical and far-reaching proposal is to make maximum use of neighborhood school grounds for local park and recreation use. A neighborhood park on the grounds of the Meadows Elementary School was selected as a "Top Ten" priority, which can have immediate and long-range benefits. In the short term, successful implementation of this plan will vastly improve the park facilities within the Meadows School neighborhood, the most severely impacted within the planning area. If successful, this program can be readily duplicated at other schools within the planning area.

One of the most creative concepts involves acceptance of the enormous role that local streets already provide as play space in neighborhood streets teeming with children. The concept of "Children-At-Play" streets was born when community members simply asked, "Why not make these streets, already used for neighborhood play, safer and more useful for day-to-day recreation?"



*Plans for the Vietnamese
Cultural Garden.*

One idea to implement this concept was volunteered by the example of “pop-up” street signs, which warn vehicles to go slow in local mobile home parks. Another idea recognized that many neighborhood street systems include cul-de-sacs and indirect road loops (intended to deter through-traffic), which by their nature have reduced traffic flows and offer potential in-street havens to neighborhood children. Some residents embraced the idea as both feasible and workable on their street because it could improve on what was already present-day reality. Some expressed a reluctance to accept the idea on their own street, while acknowledging it as a good idea. Given the divided opinion amongst community members, additional community involvement and the review of legal and liability issues are necessary before this idea could become a reality. Future evaluation of the concept could focus on the streets outlined in Figure 8.

While everyone recognizes the benefits of Kelley Park and Coyote Creek, the inability to use these for local recreation seemed at first an impediment. However, several key ideas quickly emerged and ultimately one became a “Top Ten” priority.

Workshop participants recognized that the presence of Coyote Creek limits pedestrian access to Kelley Park, Shirakawa School and the future theater on the west side of the creek from the neighborhoods to the east (except when traveling by auto on the major arteries). In addition, features on the east side of the creek

such as the future Coyote Creek Trail alignment including the potential park on the present Carroll Ranch property, the Yerba Buena High School, the George Shirakawa Community Center and the new swim center at the end of Bacchus are equally inaccessible to neighborhoods on the west.

Despite this barrier, neighborhood kids often cross the creek on foot and play in the creek's woodlands after school. A plan for a pedestrian bridge near the junction of Phelan Avenue and Roberts Street to the grass bordering the riparian creek corridor below the parking lots was debated and adopted as a "Top Ten" priority. However, there have been two community meetings addressing the bridge location since this item was recommended by the NAC. There should be more community meetings to determine if there is sufficient support for this location or whether an alternative location should be selected. To augment neighborhood access to Kelley Park by walking in, a neighborhood shuttle service to Kelley Park is also proposed.

Other ideas for making greater use of Coyote Creek open space include:

- 1) Create a neighborhood walk-in, informal park area on Roberts Street just below the planned Vietnamese Heritage Garden where Coyote Creek woodlands can provide neighborhood picnic and passive recreation space. (There will also be some level of picnic improvements on the east side of Coyote Creek as part of the Kelley Park Master Plan within the next ten years.)
- 2) Support the

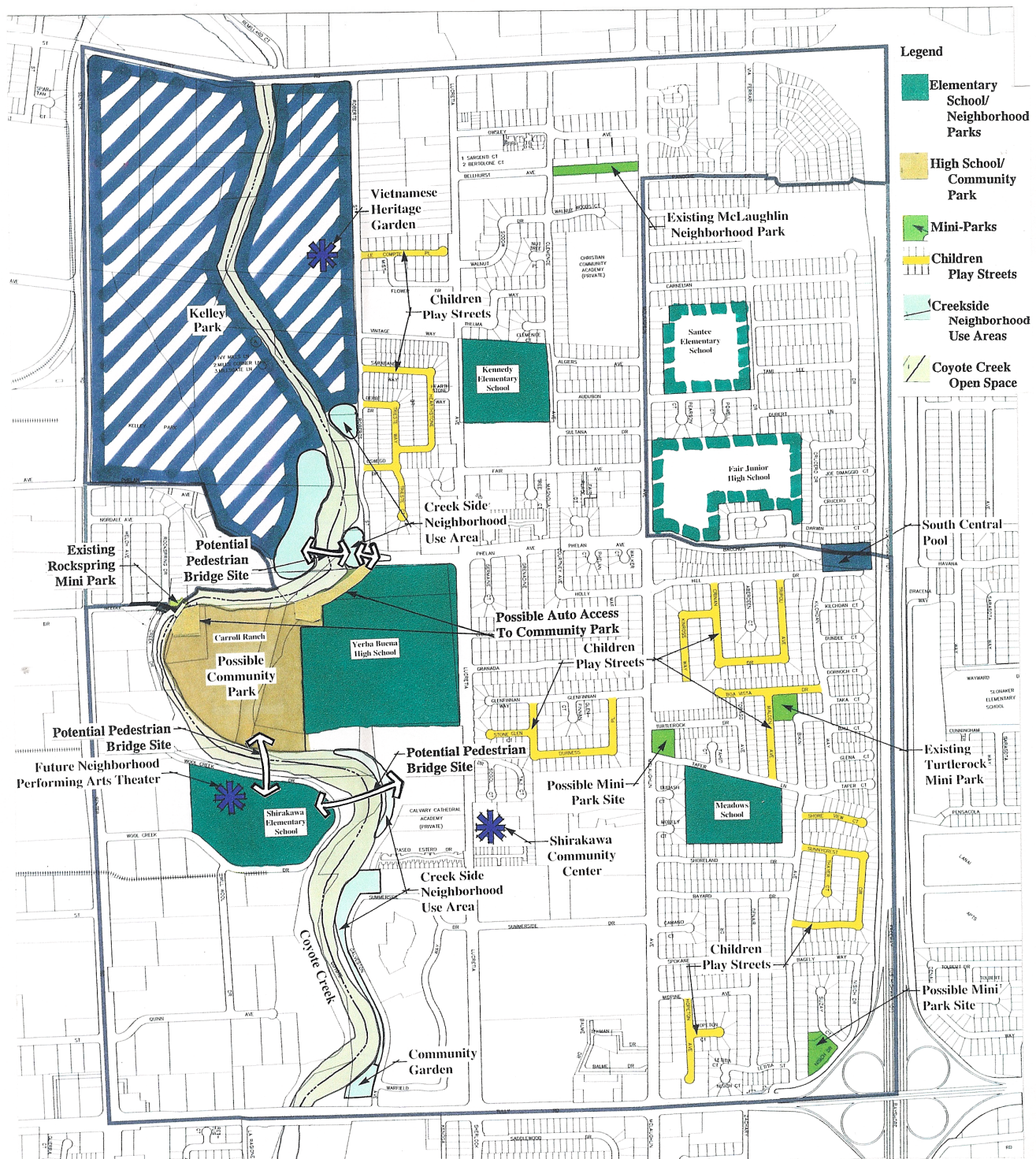
early planning and development of a new Coyote Creek trail connecting Stonegate Park which is south of Tully-Senter to Kelley Park. 3) Develop an “Adopt-A-Park”, “Adopt-A-Creek” partnership with the Summerside Homeowner Association adjacent to one portion of the creek and a similar partnership with homeowners in the Jeneane Marie Circle area to maintain border areas outside the 100 foot riparian corridor for passive neighborhood use and creekside clean up and stewardship.



Play structure at Meadows School..

Regardless of the many practical and creative measures adopted in the action program to improve the supply of neighborhood recreational parkland, the deficits will only be overcome by developing a new community park at the Carroll Ranch site west of Yerba Buena High School. The City is currently negotiating a possible land swap with the Carroll family. The fact that this property lies within a floodplain will have to be taken into account at the time the park is planned and constructed. This land sits on a U-shaped bend in Coyote Creek and could be accessed from Phelan Avenue through high school property. An exciting, integrated community park site plan, which makes efficient use of the creek oriented “back yard” of the high school, would be facilitated by a joint use approach between the City and the Union School District. This improvement is rated a high priority.

These key parks and recreation facilities improvement ideas are depicted on the accompanying Parks and Recreation Concept Diagram (Figure 7).



PARKS AND RECREATION CONCEPT DIAGRAM. Figure 8

The Nexus of Social and Cultural Values with a Bounty of Community Facilities and Services

The City of San Jose is a leader in its response to overcoming cultural and language barriers for new immigrants and its efforts to improve the effectiveness of community programs. Ultimately, the degree to which a sense of community is achieved is measured in the social and cultural values shared by a diverse community population. The level, ways and means of communication available in a community permits the growth of community identity and allows a sense of community to flourish.

The desire to make Tully-Senter a more cohesive community has the potential to be implemented through an extensive array of community facilities and services. The Strong Neighborhoods Initiative Planning Area is fortunate to build on many programs already in place. The George Shirakawa Community Center built only a few short years ago, provides a center for community life with morning to night programs for all ages.

Fair Exchange, a non-profit run community program located at Fair Middle School and opened May 13, 2000, provides significant resources for expanding the tools of community communication. The potential for Fair Exchange to expand its programming capabilities throughout the Tully-Senter area offers a significant opportunity to “jump-start” an effective program

without the delays often experienced in starting programs from scratch. The ability to expand community communication through newsletters, local television, video and broadcasting tools especially involving local students can be enormously beneficial. Although Fair Exchange has focused its services in the Santee neighborhood, efforts to expand its service area to all of Tully-Senter can be enhanced through additional support.

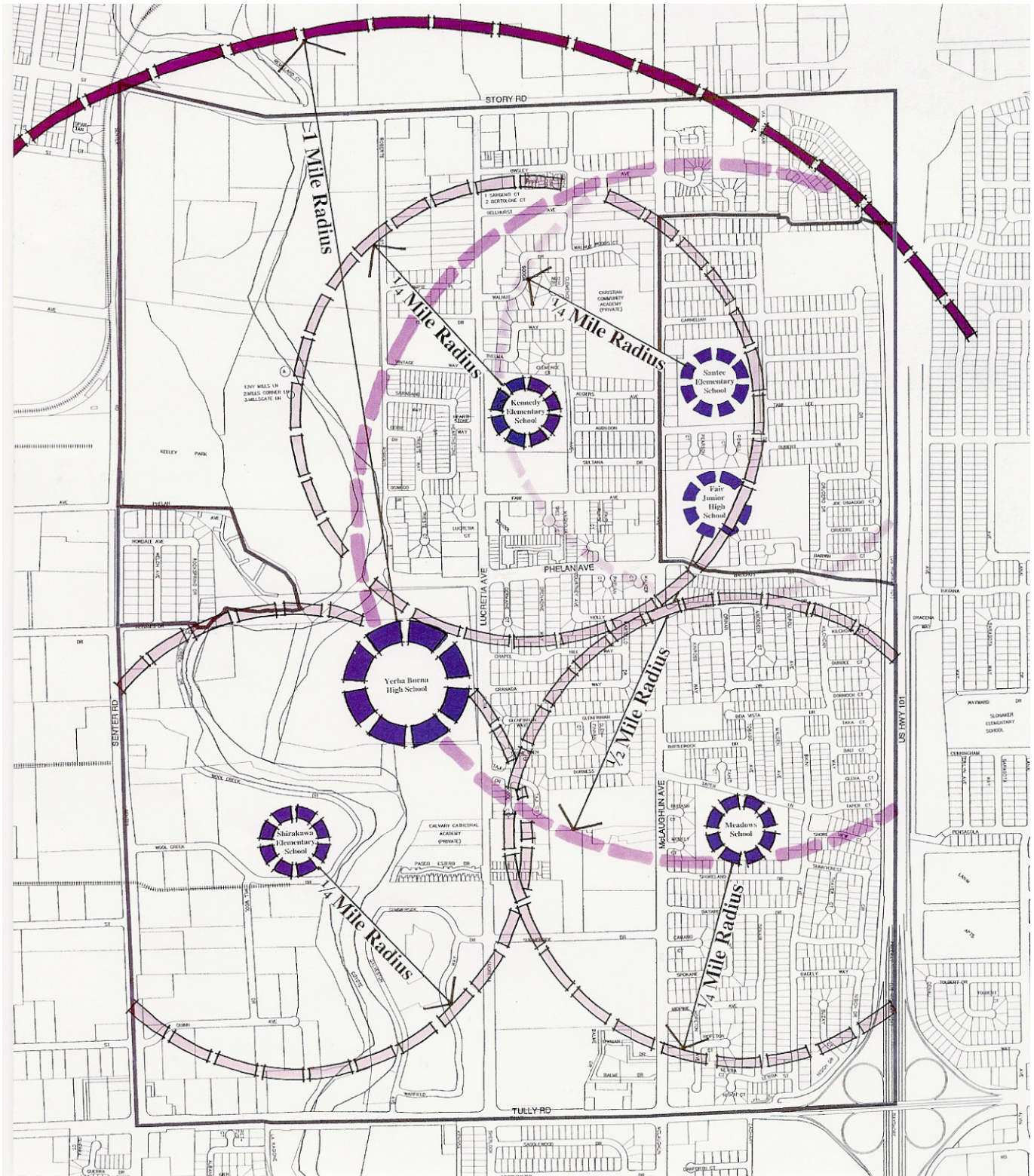
During the workshop process, the community was quick to recognize its rich ethnic and cultural diversity and need to foster neighborhood communication and the sense of community. What followed was an identification of over a dozen methods of fostering the wide range of community, neighborhood and inter-group communication ranging from neighborhood block parties to multi-lingual neighborhood newsletters. It is also clear that any list such as this is only a beginning, scratching the surface of what the community is aware of today, but leading to programs that can be a mainstay of the community tomorrow.

There is some concern about how to deal with the visible problems of the homeless, vagrants associated with the shelter afforded by freeway viaducts, and the day-workers who collect on corners hoping for day work.

There is no uncertainty about the sense of community safety and the status of crime. The community recognizes that the City's efforts through stepped-up policing and community programs, has in recent years, had significant impact on reducing crime and controlling gang activity. The Plan approach is to support implementation and community involvement in these programs.

One of the most significant "key ideas" to emerge from this plan is the concept of "Schools as Hubs" of community facilities. This concept of school based neighborhood services grew out of the recognition that schools were distributed somewhat evenly throughout the neighborhoods of the planning area. (See Figure 9: School Centered Community Facilities Concept Diagram). As one participant first pointed out, "Schools can really do more to serve our neighborhoods".

This concept emerged as a "Top Ten" priority action. It is an embryo of an idea, which seeks to increase the cooperation between the City and the school districts of Franklin McKinley and Eastside Union High School to expand and further develop the programs already based in the schools.



SCHOOL CENTERED COMMUNITY FACILITIES CONCEPT DIAGRAM. Figure 9

One last major idea to emerge from the planning process involves the concept of a new type of staff position located in and empowered to work on a broad range of community problems. Possibly a community “ombudsman”, code enforcement coordinator or neighborhood services staff position, this office would have the ability to respond rapidly and efficiently to neighborhood problems by interfacing with all connected City departments.

Redevelopment Opportunities

The experience of overcrowding resulting from the over use of low and medium density housing also creates a general concern for continued “build-out” of vacant and under utilized lands.

Table 1: Potential Development of Properties Classified as Vacant Land, presented in Chapter 2 (page 2-6), shows that 441 new dwelling units could be developed if the nearly 27 acres of vacant land were actually available. While much of this acreage appears to be unavailable for a variety of reasons – has an approved project, is located in a flood plain, etc. – housing could be built on some of these parcels. Housing could also be developed on lands considered under-utilized.

The prevalent concern within the community is that new residents would add to the already over-taxed park and recreation facilities and to local traffic congestion. The parks, community center and traffic improvement proposals in this Plan should help accommodate the new housing that could be reasonably expected on the small number of sites apt to be available for development.

Planning can also play an important role in assuring that future growth is positive. An area of approximately 21 acres, consisting of nearly 17 acres of underutilized land and four vacant parcels, provides an opportunity to plan for development and redevelopment of the whole area. Most parcels contain small cottages on narrow deep lots left over from the time this area represented the rural outskirts of the city. If developed on a parcel-by-parcel basis, resultant development is likely to be inefficient and non-cohesive.

Because cohesive development of the area would require coordination among a great number of individually owned parcels, the tools available through Redevelopment could be very useful. Community benefits, which could be achieved include a balanced mix of residential, public facilities and commercial use properties. Neighborhood park space for new residents and the existing Kennedy neighborhood could be implemented. Blighting land uses such as the overnight truck storage and repair on vacant lots could be cleaned up.